



STRATEGIC PLAN

FISCAL YEARS 2023-2024



PHOTO COURTESY: SCOTT SCHROEDER



TABLE OF CONTENTS

COMMENTS FROM THE MAYOR AND TOWN MANAGER	4
TOWN COUNCIL AND BLUFFTON'S VISION AND MISSION STATEMENTS	5
TOWN STAFF LEADERSHIP AND ORGANIZATION	6
COVENANT FOR BLUFFTON	7
STRATEGIC ACTION PLAN AND UPDATING PROCESS	8
STRATEGIC FOCUS AREAS	10
AFFORDABLE AND/OR WORKFORCE HOUSING	11
COMMUNITY QUALITY OF LIFE	12
ECONOMIC GROWTH	13
FISCAL SUSTAINABILITY	14
INFRASTRUCTURE	15
MAY RIVER AND SURROUNDING RIVERS AND WATERSHEDS	16
TOWN ORGANIZATION	17
APPENDIX A - ACTION AGENDA	18

GREETINGS FROM THE MAYOR



There is a saying, "Productivity is never an accident. It is always the result of a commitment to excellence, intelligent planning and focused effort." The Town's Strategic Plan is a result of Town Council's commitment to those whom we serve to thoughtfully discuss and prioritize projects which produce the greater overall outcome for our community.

Please take time to review the Strategic Plan. As an overview to the Town major priorities, Town Council is committed to a robust capital improvement project schedule (i.e. parks, sewer, sidewalks, streetscapes, etc.), protecting the health of the May River and our natural resources, promoting a pro-business culture through the Don Ryan Center for Innovation and exploring innovative ways to partner with developers to increase the inventory of affordable/workforce housing in our Town.

On behalf of Town Council, I am excited about Bluffton's progress. Together with you, I share a deep, heartfelt pride in our community, and I'm hopeful these projects continue to enhance the quality of life for all who live here.

LISA SULKA

MAYOR, TOWN OF BLUFFTON



WORDS FROM THE TOWN MANAGER

The Town's strategic planning process contains various steps, exercises, and opportunities to create alignment with Town Council and staff. It also works to ensure that the Town's culture and values are defined throughout the entire organization. We take our Mission and Vision statements to create our Covenant for Bluffton. These together work to help us define our Focus Areas, Guiding Principles, and finally our Action Items for the next two years. This process works to ensure that our values are strong and represented in all items we plan for the community.

The Town's Strategic Plan is revised every two years, but we review annually to track our progress. The Town's plan also serves as a blueprint for the town's policy and budgetary decisions. It is the guiding document that helps us determine when to use the Town's resources and where we direct our time and energy. The Action Items within the Strategic Plan and the Town annual budget are complementary pieces that work together to guide the town's operations and progress for the next two years.

STEPHEN STEESE

TOWN MANAGER

TOWN COUNCIL



Pictured left to right: Councilwoman Bridgette Frazier, Mayor Pro-Tempore Larry Toomer, Mayor Lisa Sulka, Councilman Fred Hamilton and Councilman Dan Wood

TOWN OF BLUFFTON

Incorporated in 1852, the Town of Bluffton proudly serves a diverse community of more than 27,000 residents in all facets of life, work and recreation. Each day, a devoted workforce of approximately 150 people come together to ensure the needs of the community are met through municipal service. To guide this effort, the Town of Bluffton Town Council adopted clear statements which to operate.

OUR VISION

Bluffton, the Heart of the Lowcountry, a Town that appreciates the past, focuses on today and is planning together for a greater future.

OUR MISSION

We take care of our citizens, the Town and each other by continuously making our community and organization better.

TOWN STAFF LEADERSHIP

Town Manager: Stephen Steese, MPA

Assistant Town Manager: Chris Forster, MPA, CPFO, CGFM

Assistant Town manager, Heather Colin, AICP

Town Attorney: Terry Finger

Town Clerk: Kimberly Gammon

Chief of Police: Stephenie Price

Finance and Administration: Chris Forster, MPA, CPFO, CGFM

Human Resources: Anni Evans, SPHR

Municipal Court: Lisa Cunningham

Communications & Community Outreach: Debbie Szpanka

Public Services: Derrick Coaxum

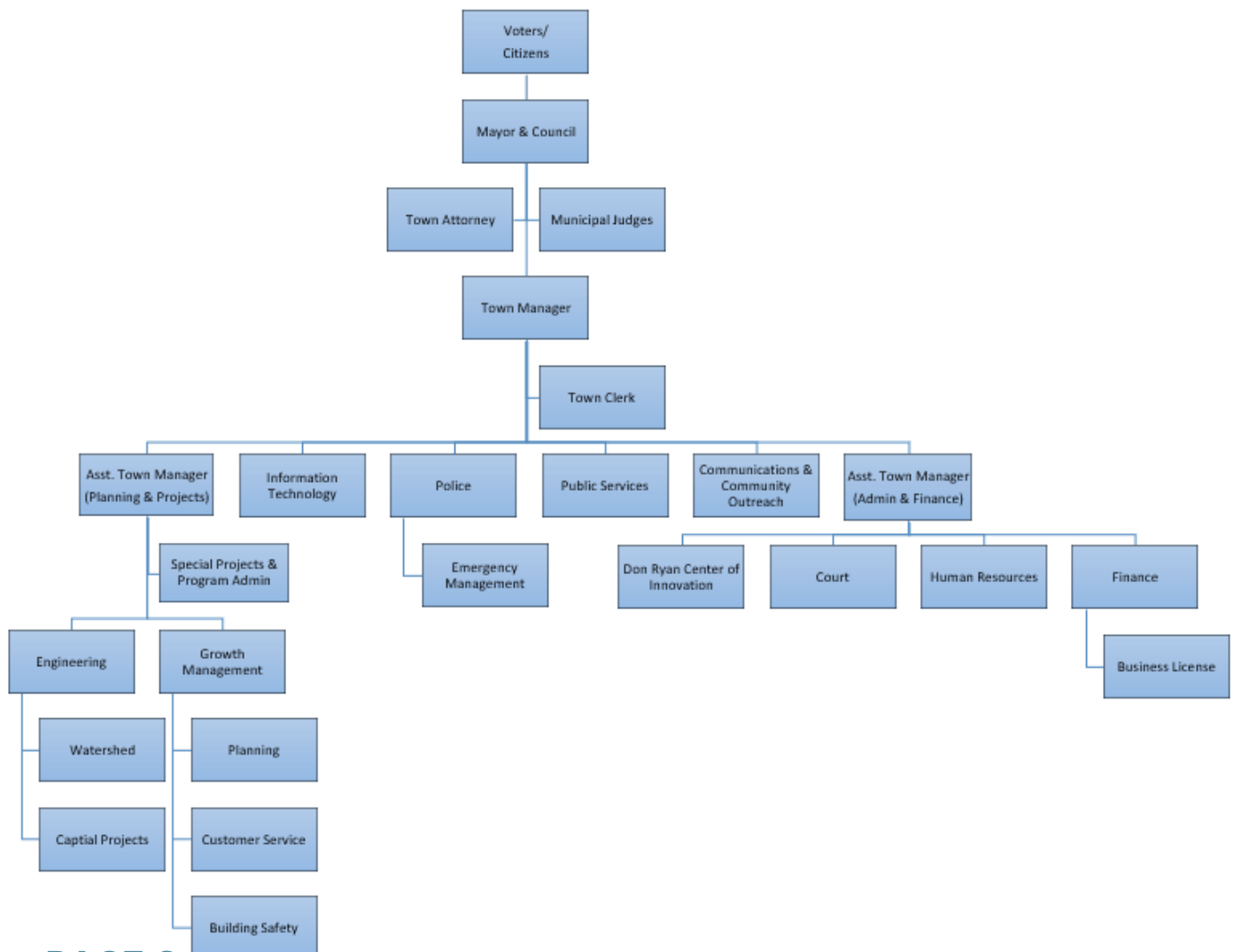
Engineering: Kim Washok-Jones, M.S., CEPSI

Growth Management: Kevin P. Icard, AICP

Information Technology: Tommy Sunday, CGCIO

Don Ryan Center for Innovation: David Nelems

TOWN ORGANIZATION



COVENANT FOR BLUFFTON

As citizens of Bluffton, South Carolina, we hold the following to be true:

That social, cultural and economic diversity and inclusiveness are the essence of our community;

That we bear responsibility for the stewardship of nature's blessings entrusted to us in Bluffton and along the May River;

That freedom and civic duty work hand-in-hand to create a culture of individuality and a sense of community;

That our natural, physical and cultural history are worthy of our protection as trustees in order for us to embrace our future. Acknowledging these truths, we aspire to the following goals:

To build upon our historic foundation a future that celebrates diversity, nurtures neighborliness and ensures a future of opportunity for generations to come;

To enhance the natural beauty and the quality of the May River and its watershed;

To protect the architectural heritage of Old Town Bluffton;

To enhance the canopy of trees and natural landscape throughout Bluffton;

To engage the creative human spirit and the arts within Bluffton;

To protect and enhance the oyster, shrimping, and fishing opportunities of the May River;

To provide housing opportunities for all citizens that are decent, affordable, and Bluffton beautiful;

To nurture a respect for each citizen.



PHOTO COURTESY: TARA SPAULDING

STRATEGIC ACTION PLAN

How will the Strategic Action Plan help the town focus?

Implementing the Vision and Mission of the town requires discipline and collaboration between the Town Council, Town Manager and Staff. Bluffton will rely on the Strategic Focus Areas and Strategies of the Strategic Action Plan to:

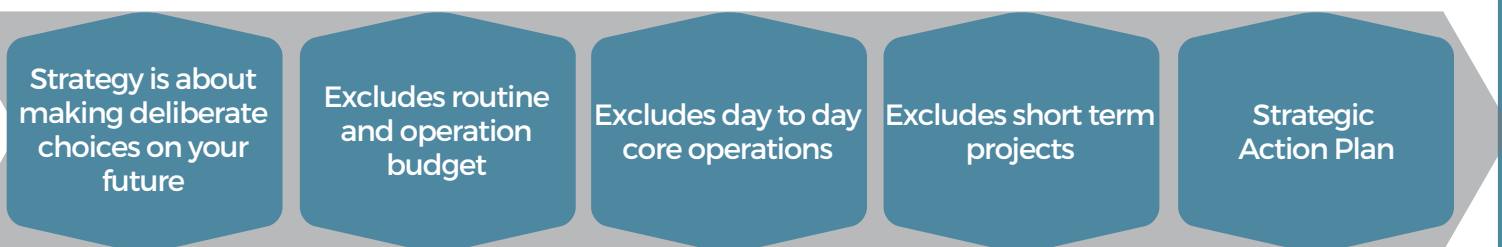
- Develop the operating budget.
- Consider revisions to capital improvement projects.
- Develop new projects and assign them to Staff for execution.
- Implement projects and initiatives already approved in existing town plans.
- Determine an agreed upon process and schedule to prioritize projects and revise priorities as necessary.

What specific steps will Bluffton take every year to focus its strategic efforts?

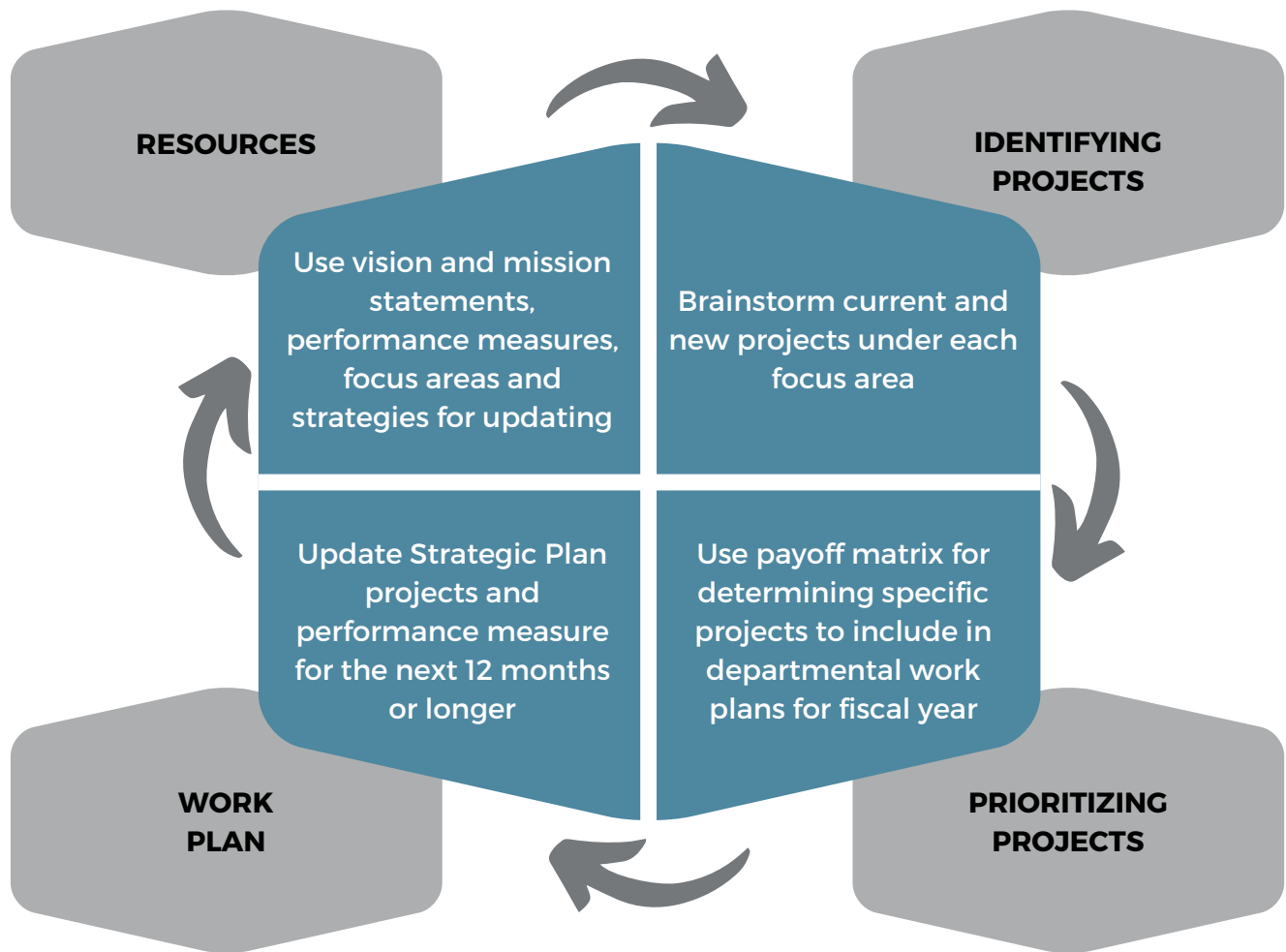
- The Strategic Plan will be updated annually in the spring of each year in conjunction with the annual budget process. All strategic projects (non-capital improvement) which require a significant amount of staff time should be included in the plan.
- Town Council and the Town Manager are committed to ensuring staff has the time and resources to complete the projects in the plan.
- If new project(s) are added to the plan after it is approved, the Town Council will work with the Town Manager to determine what project(s) currently in the plan need to be reprioritized and reflected in either the upcoming fiscal year capital improvement program and/or operating budgets.

How will the Town stay strategically focused?

As depicted in the chart below, strategy is about making deliberate choices about the future and excluding projects from the plan that are not strategic.



STRATEGIC PLAN UPDATING PROCESS



Building a sustainable Strategic Plan relies on four simple steps:

RESOURCES

Use the Vision and Mission statements, Strategic Focus Areas, and performance data to provide information for brainstorming new projects under the plan.

IDENTIFYING PROJECTS

Under each one of the focus areas, potential projects for the next 12 months or longer should be identified through brainstorming. At this point all projects, including new projects will be considered until they are prioritized.

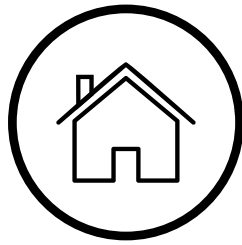
PRIORITIZING PROJECTS

Using the Payoff Matrix to prioritize the list of identified projects and determine the work plan for the next 12 months or longer.

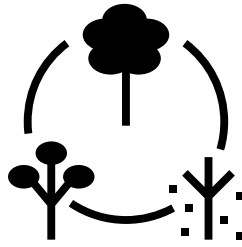
WORK PLAN

Projects in the work plan and current or new performance measures are finalized for the strategic plan update

STRATEGIC FOCUS AREAS



**AFFORDABLE AND/OR
WORKFORCE HOUSING**



**COMMUNITY QUALITY
OF LIFE**



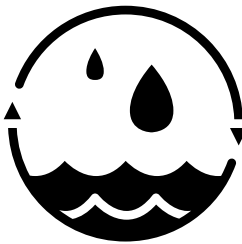
ECONOMIC GROWTH



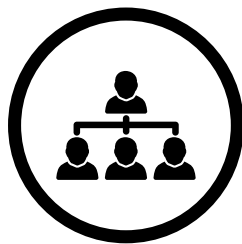
FISCAL SUSTAINABILITY



INFRASTRUCTURE



**MAY RIVER AND
SURROUNDING RIVERS AND
WATERSHEDS**



TOWN ORGANIZATION

AFFORDABLE AND/OR WORKFORCE HOUSING

The Town of Bluffton is committed to improving the quality of families and communities, by helping to develop, produce and/or assist with low-cost affordable and/or workforce (affordable) housing in safe neighborhoods including rental units and home ownership programs. As a regional leader, we will maximize strategic public/private partnerships and enhance ordinances/policies while continuing to provide and seek opportunities for meeting our community's future housing needs.



GUIDING PRINCIPLES



Foster private sector partners to design and develop diverse housing options within existing development agreements.



Enhance working relationships with regional partners to address economically diverse and affordable housing options as a region.



Enhance public safety business process improvements and innovative programs that ensure a safe community.



Continuously seek state and federal government assistance for planning, developing and implementing affordable housing options.



Leverage the Town's position to seek affordable workforce housing allocation with each new development.

COMMUNITY QUALITY OF LIFE



The Town of Bluffton will update, support and provide policies, programs, gathering places, and events that sustain our vibrant, unique and authentic community. Our community can come together to celebrate and preserve its culture and history while enhancing the quality of life. Sustainable relationships with the community will be cultivated through citizen engagement, outstanding customer service, and clear, accessible communication.

GUIDING PRINCIPLES



Preserve and enhance the historic and cultural identity/resources that reflect the values and traditions of our community. We support and promote cultural activities that reflect our historic legacy.



Support and create partnerships with public/private educational institutions and local school leadership. Provide multi-generational development programs to ensure quality education and recreational opportunities.



Create an enhanced connection with neighborhoods throughout the Town through focused outreach and strategic utilization of various communication methods. We will celebrate our accomplishments through focused outreach to the residents.



Enhance public safety business process improvements and innovative programs that ensure a safe community.



Foster and support place-based initiatives and evaluate community policies, programs, gathering places, and events that promote healthy and quality lifestyles for our diverse citizenry.



Foster town policies and practices that encourage environmentally conscious initiatives, policies and town codes that support a clean, well-maintained, sustainable community that protects our natural resources including the May River.

ECONOMIC GROWTH

The Town of Bluffton will seek diverse, high quality and sustainable development that will foster local jobs, enhance our quality of life and culture through the strategic pursuit of knowledge-based job sectors. As a regional economic center with a diverse economy, business investment and sustainability will be fostered through streamlined processes, ongoing collaborative relationships, partnerships and/or alliances.



GUIDING PRINCIPLES



Ensure the Town's development services, Town policies and priorities are continually streamlined, efficient, customer focused and responsive to efficiently support new growth, local economic development and the long-term success of existing local businesses.



Update and refine a long-range planning vision e.g., comprehensive plan, Old Town Master Plan, Buck Island-Simmons ville Neighborhood Plan and the May River Watershed Action Plan, that incorporates citizen and stakeholder input to provide a road map for strategic economic development, infrastructure and budget planning.



Focus on strategic economic development pursuits that will increase local jobs, generate additional revenue and create demand for supporting businesses in target industries.



Develop and implement a collaborative Economic Gardening strategy with local businesses.



Support place-based economic development strategies that invest in public amenities to enhance our quality of life and thereby drive economic growth.

FISCAL SUSTAINABILITY



The Town of Bluffton will update and refine innovative and responsible policies and business practices to effectively manage its fiscal and human resources. The Town will maintain a stable, transparent, forward-looking financial environment that provides an outstanding quality of life for our citizens. Business practices will be efficient, business friendly and ensure exceptional customer service to all stakeholders and citizens.

GUIDING PRINCIPLES



Demonstrate fiscal responsibility through established financial policies, budgeting practices and financial standards that meet the excellence requirements and benchmarks for financial reporting established by the Governmental Finance Officer Association (GFOA) and the Government Accounting Standards Board (GASB).



Implement business processes and operational efficiencies to streamline the cost of government including the examination and identification of the cost of services and recovery policies.



Implement a human capital plan that allows the Town to proactively recruit, plan for, maximize, and retain top human resources.



Implement innovative technology initiatives to support Town business processes, customer service and encourage private development investment.



Create and pursue opportunities for collaboration and regional partnerships to maximize resources and address regional issues.

INFRASTRUCTURE

The Town of Bluffton will strategically plan, implement and maintain current and future infrastructure and facilities that support the community's quality of life, economic viability, and protects the environment.



GUIDING PRINCIPLES



Establish routine and industry best practice maintenance guidelines to monitor the efficiency and operability of current below and above grade infrastructure and facilities.



Identify programs, technologies or resources to compliment current operational practices that ensure the sustainability of existing infrastructure and facilities.



Establish long-term planning, prioritization and investment strategies for future infrastructure and facilities that improve the quality of life for citizens while being financially sustainable.

MAY RIVER AND SURROUNDING RIVERS AND WATERSHEDS



The Town of Bluffton is committed to protecting and enhancing the environment of the May, Okatie/Colleton and New Rivers and their watersheds. The Town will support and encourage initiatives that continuously improve the water quality and the economic viability of the watersheds. The Town of Bluffton is the Heart of the Lowcountry and the May River is the heart of Bluffton. We will celebrate the May River while our community's history, culture, and environment is protected for future generations.

GUIDING PRINCIPLES



Support initiatives, such as the May River Watershed Action Plan, to improve water quality of the May, Okatie/Colleton and New Rivers and their watersheds.



Seek collaboration and partnerships that protect, and improve the May, Okatie/Colleton and New Rivers and their watersheds.



Celebrate the May River, its heritage and importance to the community.



Support active planning and management for resilience of natural resources and our response to weather events, future disasters and changing environmental conditions.

TOWN ORGANIZATION

The Town of Bluffton will update and refine programs, policies, and projects that create a clean, safe, and sustainable workplace. The Town will provide a working environment and benefits to attract and retain a workforce that is committed to outstanding service for its citizens at an exceptional value for their tax dollars.



GUIDING PRINCIPLES



Establish clear management expectations for all employees and volunteers of the Town.



Develop initiatives to improve communication and transparency for Town employees through “Open Book Management” concepts.



Create and maintain a culture of ownership by empowering employees to make decisions. Ensure employees have the necessary intellectual and physical resources to efficiently and effectively perform their jobs and provide excellent customer service.



Implement programs and develop projects that create a professional, safe, value-oriented, accountable and responsive work environment with opportunities for education, advancement, and job fulfillment.



Evaluate and implement opportunities to foster employee involvement in meaningful ways that strengthen their relationships internally and within the community to promote a sense of cooperation and unity.



Develop training, systems, and policies that continuously improve governance and teamwork between the Mayor and Council, the Town Manager, the Leadership Team, Town Staff and the various boards and commissions.

FISCAL YEARS 2023 - 2024

APPENDIX A - ACTION AGENDA

Appendix A comprises the initiatives which guide the Town of Bluffton's work plan and influence the allocation of resources over the course of fiscal years 2023 and 2024.

Appendix A-1 breaks the initiatives down by the Strategic Focus Areas which they support, provides the name of the initiative and specifies details about the responsible departments and indicates the fiscal year in which the initiative was started or is anticipated to start.

- a. Policy – Initiatives which are strategic by virtue of their legal origin and require formal action on the part of Town Council in order to accomplish, e.g., amendments to Town of Bluffton Ordinances, formal Resolutions, creation of new policies or revisions to existing ones, etc.
- b. Project – Initiatives which are well defined and are strategic because of the substantial commitment to resources required to accomplish them, e.g., capital improvement construction projects.
- c. Operational & On-going - Initiatives which are initially strategic to adopt and implement processes that are day to day.

Appendix A-2 contains a more thorough description of each of the initiatives that comprise the Action Agenda. A one-page summary is provided for each initiative that describes the following characteristics of the initiative.

TOWN OF BLUFFTON STRATEGIC PLAN FY 2023-2024

APPENDIX A-1



Strategic Focus Area:

Affordable and/or Workforce Housing

Strategic Initiative	FY Start	Complete ✓
Affordable Housing Public/Private Partnership	Carry over	
Affordable Housing Work Plan	On-going	
Housing Analysis	FY2023	
Regional Affordable Housing Trust	Carry over	



Strategic Focus Area:

Community Quality of Life

Strategic Initiative	FY Start	Complete ✓
Align National Historic District to More Closely Align with Local	Carry over	
Amend Development Agreements	On-going	
Beautification Committee Work Plan	On-going	
Community Newsletter	FY2023	
Comprehensive Plan	Carry over	
Development Review Criteria	FY2023	
Goethe-Shults Neighborhood Infrastructure Phase 2	Carry over	
Green Footprint Plan	FY2023	
Historic District Accessibility, Pathway and Pedestrian Safety Improvements	Carry over	
Individual National Register of Historic Places	FY2023	
Law Enforcement Citizen Advisory Committee	Carry over	
New River Linear Trail	FY2024	



Strategic Focus Area:

Community Quality of Life cont.

Strategic Initiative	FY Start	Complete ✓
New Riverside Barn Park	FY2023	
Pedestrian & Pathway Safety Improvements	FY2023	
Police Department Strategic Plan	FY2023	
Public Art Program	FY2023	
Reforestation Plan	Carry over	
Review Other Planning Documents and Reports	FY2023	
Sarah Riley Hooks Master Plan	FY2023	
Squire Pope Carriage House	Carry over	
TOB Non-Profit Organizational Signage	FY2023	
UDO Amendments	FY2023	
Update Neighborhood Plans	FY2023	



Strategic Focus Area:

Economic Growth

Strategic Initiative	FY Start	Complete ✓
Buckwalter Place Multi-County Commerce Park	Carry over	
Cultural Events Strategy	Carry over	
DRCI Key Performance Indicators	Carry over	
Historic District/Old Town Streets Ownership and Maintenance Strategy	Carry over	
Sarah Riley Hoods Master Plan	FY2023	
Squire Pope Carriage House	Carry over	



Strategic Focus Area:

Fiscal Sustainability

Strategic Initiative	FY Start	Complete ✓
Capital Asset Management Policy and Program	FY2023	
Designated Marketing Organization (DMO) Marketing Plan	Carry over	✓
Digital Media Strategy	Carry over	
DRCI Grant Program	Carry over	
DRCI Strategic Marketing Plan	Carry over	
Finance Process Improvements	FY2023	
Partnerships to Accept Donations	FY2023	✓



Strategic Focus Area:

Infrastructure

Strategic Initiative	FY Start	Complete ✓
Boundary Street Streetscape	Carry over	
Bridge Street Streetscape	FY2023	
Buck Island Simmonsville Sewer Phase 5	Carry over	
Buck Island-Simmonsville Neighborhood Sidewalks & Lighting	FY2023	
Calhoun Street Streetscape	FY2024	
Capital Improvements Program Master Plan	FY2023	
Garvin-Garvey House Interpretative Signage	Carry over	
Goethe-Shults Neighborhood Infrastructure Phase 2	Carry over	
Historic District Power Line Burial	FY2024	
Historic District/Old Town Streets Ownership and Maintenance Strategy	Carry over	
Law Enforcement Center Facility	FY2023	
New River Linear Trail	FY2024	
New Riverside Barn Park	FY2023	



Strategic Focus Area:

Infrastructure cont.

Strategic Initiative	FY Start	Complete ✓
Old Town Master Plan Drainage Improvements Study	FY2023	
Old Town Safety Improvements	FY2023	
Oscar Frazier Park/Rotary "Field of Dreams" Project	Carry over	
Oyster Factory Park	FY2023	
Pritchard Street Drainage Improvements	FY2023	
Public Services Facilities	FY2023	
Public Sewer Installation	Carry over	
Rotary Community Center	Carry over	
Sarah Riley Hooks Master Plan	FY2023	
Splash Pad	FY2023	
Squire Pope Carriage House	Carry over	
Town-wide Wayfinding Program	Carry over	
Wharf Street Lighting	Carry over	



Strategic Focus Area:

May River & Surrounding Rivers & Watersheds

Strategic Initiative	FY Start	Complete ✓
Impervious Restoration Water Quality Project	On-going	
May River Watershed Action Plan Projects	FY2024	
Oyster Factory Park	FY2023	
WAPAC Recommendations	FY2023	



Strategic Focus Area:

Town Organization

Strategic Initiative	FY Start	Complete ✓
BCC Orientation and Onboarding	FY2023	
BCC Reports to Town Council	FY2023	
Employee Benefits and Satisfaction	On-going	
Employee Development and Training	FY2023	
Employee Wellness and Recognition	FY2023	
File Management and Records Retention Plan	Carry over	
Incident Management plan	Carry over	
Key Performance Indicators	Carry over	
Police Department Policies and Procedures	Carry over	
Talent Acquisition and Retention	FY2023	
TOB Code of Ordinances	FY2023	
TOB Specific Continuing Education Training Program	FY2023	
Town Events Plan	Carry over	



Strategic Focus Areas:

Table of Contents

Strategic Initiative

Affordable &/or Workforce Housing

Community Quality of Life

Economic Growth

Fiscal Sustainability

Infrastructure

May River & Surrounding Rivers &
Watersheds

Town Organization

**TOWN OF BLUFFTON
STRATEGIC PLAN
FY 2023-2024**

APPENDIX A-2

Action Agenda Item:

Affordable Housing Public/Private Partnership

Initiative Start Date: Carry-over

Strategic Focus Area: Affordable and/or Workforce Housing

Department of Primary Responsibility: Growth Management



Description:

Partner with developers to construct affordable housing on Town owned properties.

Notes:

RFP closed on February 7, 2019 with no responses received.

Staff prepared a Request for Interest (RFI) with an expanded town owned property availability to expand potential sites and solicit qualified submittals. Nine submittals were received.

Town staff provided a summary to the AHC on September 19, 2019 and received direction on next steps which included in person conversations with all submittals.

Subsequent RFP posted November 7, 2019 RFP with submittal deadline of January 23, 2020.

Recommendation to AHC was made on June 25, 2020. AHC recommended that Town Council authorize the Town Manager to begin contract negotiations with a partner to construct affordable/workforce housing on 3 Town owned parcels. The AHC made additional recommendations concerning the public private partnership and contract on November 5 and 19, 2020.

Currently in contract negotiations with developer.

Completed:

Action Agenda Item:

Affordable Housing Work Plan

Initiative Start Date: On-going

Strategic Focus Area: Affordable and/or Workforce Housing

Department of Primary Responsibility: Growth Management



Description:

Develop and implement the annual Affordable Housing Work Plan and associated Community Development Program, including the Neighborhood Assistance Program, as recommended by the Affordable Housing Committee and approved by Town Council as part of the Fiscal Year budget adoption. The programs' components include: minor home repairs for safe and dry; property maintenance including abatement/demolition of unsafe structures; property clean up; private road repair for emergency access; septic system maintenance/repair and sewer connections; Heirs property title assistance; dangerous tree mitigation; and E-911 addressing for income qualified residents. Other components include affordable and/or workforce housing incentives and development as well as monitoring of Wharf Street redevelopment project affordability and covenants compliance.

Notes:

The annual work plan and budget recommended by the Affordable Housing Committee serves to implement the policies and actionable items of the Community Development program and is further identified and described in the Strategic Plan as prioritized and approved by Town Council.

FY23 Consolidated Budget includes \$190K for qualified improvements.

AHC made a recommendation to Town Council on the FY23 Consolidated Budget on January 6, 2022 and is anticipated to be approved as part of the FY23 Town budget on June 21, 2022.

Completed:

Action Agenda Item:

Housing Analysis

Initiative Start Date: FY2023

Strategic Focus Area: Affordable and/or Workforce Housing

Department of Primary Responsibility: Growth Management



Description:

Include an assessment/analysis/inventory of all affordable/workforce housing with all planning documents and neighborhood plans.

Notes:

Include the review and inspection of the affordable units in the Town to determine if programs and regulations need to be realigned or amended.

Completed:

Action Agenda Item:

Regional Affordable Housing Trust

Initiative Start Date: Carry-over

Strategic Focus Area: Affordable and/or Workforce Housing

Department of Primary Responsibility: Growth Management



Description:

In partnership with participating municipalities and Beaufort County, the intent of the project is to establish a regional housing trust fund to be used to encourage construction of affordable and workforce housing in the Greater Bluffton area and region.

Notes:

After an initial publication of the RFP, Beaufort County did not receive any adequate proposals, so at this time they are readvertising the request. Heather Colin and Councilman Dan Wood are representatives of the Town of Bluffton and will stay involved with the awarded consultant on developing a plan to establish a regional housing trust fund.

The initial kick off meeting was held with the consultant and other regional partners January 14, 2021.

Beaufort County Staff presented the final report to Town Council November 9, 2021.

Research and study is completed. The next step is for all participating municipalities and counties to execute an IGA to fund the RHTF. The draft IGA will be presented to Soloco on June 28, 2022.

Completed:

Action Agenda Item:

Align National Historic District to More Closely Align with Local Historic District

Initiative Start Date: Carry-over

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Growth Management



Description:

Ordinance change to potentially modify district boundaries for either or both, the Local and National Register Historic Districts.

This project involves both the inventory and assessment of structures, review of boundaries and also the eligibility criteria established and approved by Town Council for contributing structures. Update to include historical research of the Buck Island-Simmons Road neighborhood, Eagles Field, and the Goethe-Shults Road neighborhood. Project will consist of 3 phases:

- 1) Project Planning and Background Research Phase;
- 2) The Documentation of Resources Phase; and
- 3) Preparation of the Survey and Documentation Phase.

Notes:

- 1) Project Planning and Background Research Phase: Complete
- 2) Documentation of Resources Phase: Complete
- 3) Survey Documentation Phase: Complete

First Draft and Recommendation Received from Consultant December 2019

Initial Draft Received from Consultant December, 2019

Planning Commission Workshop April 22, 2020

Historic Preservation Commission Workshop July 1, 2020

TC Workshop July 14, 2020

TC Workshop February 9, 2021 -purpose was to provide an update on next steps and receive feedback on how to provide public notice and receive input during COVID-19

Resolution by TC to accept the survey on December 14, 2021.

Staff has identified the potential expansion parcels and is working with SHPO to confirm qualifications to move forward.

In order to adjust the boundaries of the National Register District, it will require a nomination for the National Historic Register.

Once the district is identified each owner will be contacted to determine next steps.

Completed:

Action Agenda Item:

Amend Development Agreements

Initiative Start Date: On-going

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Executive



Description:

Opportunities to amend development agreements to accommodate current public and land owner priorities remains a high priority of Town Council.

Notes:

Development agreements will be amended as opportunities present themselves.
Ongoing initiative.

Completed:

Action Agenda Item:

Beautification Committee Work Plan

Initiative Start Date: On-going

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Public Services



Description:

Annual and ongoing implementation of adopted Beautification Committee Work Plan.

Notes:

Annual Work Plan presented to Town Council during FY Consolidated Budget consideration.

Completed:

Action Agenda Item:

Community Newsletter

Initiative Start Date: FY2023

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Communications



Description:

Create a quarterly newsletter to be distributed to all households in the Town of Bluffton.

Notes:

Distribute a community newsletter to all households in basic written/paper format, including information such as upcoming events, changes, new developments, contact numbers, etc.

Newsletter will be distributed on a regular basis.

Develop a standard template, schedule and creation/publishing and distribution SOP.

Completed:

Action Agenda Item:

Comprehensive Plan

Initiative Start Date: Carry-over

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Growth Management



Description:

The Comprehensive Plan is a planning tool that is required for all communities in South Carolina that have zoning ordinances. The plan includes the following elements: Population, Cultural Resources, Natural Resources, Housing (including affordable/workforce housing), Economic Development, Community Facilities, Land Use, Transportation and Priority Investment.

These planning elements represent the Planning Commission's recommendations to the Town Council regarding wise and efficient use of public funds, future growth, development, redevelopment and the fiscal impact of the planning elements on property owners.

The plan must include an inventory of analysis as well as needs, goals, and an implementation strategy. State law requires that communities conduct a 5-year review of their plan and a 10-year rewrite. Completion of this action item will satisfy the state required 10-year rewrite.

Notes:

The project development is a multi-year process. Staff has begun mapping out the steps needed to accomplish this initiative as well as identify partners.

Coordination in the preparation of individual chapters will also include the Town departments with their associated subject matter, such as Don Ryan Center for Innovation (DRCI) – Economic Development, Finance – Public Investment, etc. The planning process will include several Planning Commission special workshops and possibly a joint Town Council and Planning Commission special workshop; dates TBD. Town Council has agreed to work in conjunction with Beaufort County and their efforts to address the state requirements. Beaufort County Planning Staff has drafted a Request For Proposal for supportive services and anticipates it being released by the end of FY2019.

The Comprehensive Plan rewrite is an extensive project that requires a great deal of public input, joint meetings and workshops and data research and collection. Town staff has begun the initial project assessment to determine project scope, schedule, staff resources and funding for external consultant. Project to proceed in FY21.

An RFP for professional planning services with MKSK (professional consultant services) for an approved budget amount of \$150,00 was approved by Town Council at the January 12, 2021 meeting.

Completed:

Action Agenda Item:

Development Review Criteria

Initiative Start Date: FY2023

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Growth Management



Description:

Incorporate review of Town's missions/goals and Strategic Plan as approved by Council in the review process.

Notes:

Include the Strategic Plan and the overall Mission and Values of the Town in the review of all projects and policies. Update internal checklists and Standard Operating Procedures to include this item.

Completed:

Action Agenda Item:

Goethe-Shults Neighborhood Infrastructure Phase 2

Initiative Start Date: Carry-over

Strategic Focus Area: Infrastructure Community Quality of Life

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from 1) Goethe Shults Neighborhood Infrastructure Plan adopted by Town Council in 2018, 2) Transportation Chapter of the 2014 Comprehensive Plan, and 3) FY 2019 - 2020 Strategic Plan.

Notes:

Initial sidewalk construction is complete. Additional drainage work on Shults Road to be designed and constructed in FY23.

Completed:

Action Agenda Item:

Green Footprint Plan

Initiative Start Date: FY2023

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Executive



Description:

Incorporate green principles whenever possible

Notes:

Develop a green footprint/infrastructure plan that address sustainability, resilience and environmental principles.

Completed:

Action Agenda Item:

Historic District Accessibility, Pathway and Pedestrian Safety Improvements

Initiative Start Date: Carry-over

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Projects (CIP)



Description:

Evaluation, design and construction of ADA-compliant pathway features.

Originated from: 1) 2014 Comprehensive Plan, Transportation Chapter, 2) 2021 Sidewalk Accessibility Analysis, 3) 2021 Traffic Calming Policy, 4) citizen input, and 5) FY23-24 Strategic Plan.

Notes:

Town of Bluffton Sidewalk Accessibility Analysis was completed in September 2021.

This plan established priorities for +/-40 crosswalk and intersection improvements within the Historic District for ADA compliance. Design of Phase 1 intersection improvements will be complete in FY22 and construction will start in FY23 first quarter.

Completed:

Action Agenda Item:

Individual National Register District of Historic Places

Initiative Start Date: FY2023

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Growth Management



Description:

Recommend historic resources that are eligible for individual listing on the National Register of Historic Places.

Notes:

Review historic structures for qualification for individual listing, work with the property owner on submitting an application and assist with the process.

Clearly establish a process to review and assess and include educational component for the community on the overall program.

Completed:

Action Agenda Item:

Law Enforcement Citizens Advisory Committee

Initiative Start Date: Carry-over

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Police



Description:

A Town Council-appointed citizen committee to serve in an advisory capacity to the Police Department and Town Council regarding public safety matters. The committee was identified as a goal in the most recent Bluffton Police Department Strategic Plan, adopted by Town Council.

Notes:

Initial appointments to committee made by Town Council on August 11, 2020.

Current Status: Staff is working with new appointees to schedule orientation and the first meeting of the Law Enforcement Citizens Advisory Committee.

Committee is established currently, reviewing mission and purpose.

Completed:

Action Agenda Item:

New River Linear Trail

Initiative Start Date: FY2024

Strategic Focus Area: Infrastructure Community Quality of Life

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from: 1) 2014 Comprehensive Plan, and 2) citizen feedback/input. Project includes pathway improvements to the New River Linear Trail from the New River to Sun City and with an extension to Highway 170.

Notes:

Surveying and Conceptual Master Plan are complete. Engineering Design for Phase 1 of the trail and a restroom facility at the New River Trail Park is planned to be complete in FY23.

Completed:

Action Agenda Item:

New Riverside Barn Park

Initiative Start Date: FY2023

Strategic Focus Area: Infrastructure Community Quality of Life

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from: 1) 2014 Comprehensive Plan, Public Recreation Facility needs, and 2) FY 2019-2020 Strategic Plan.

Notes:

Master Plan Update was approved by Council in October 2020 Workshop. Construction Documents for phase 1 site development are planned to be complete in FY22. Master Plan Update was approved by Council in October 2020 Workshop. Construction Documents for phase 1 site development are planned to be complete in FY22. Construction of Phase 1 Site Development to begin in FY23. Final design of Barn renovation/addition, and the playground area to begin in FY22 and continue into FY23.

Completed:

Action Agenda Item:

Pedestrian & Pathway Safety Improvements

Initiative Start Date: FY2023

Strategic Focus Area: Infrastructure Community Quality of Life

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from: 1) 2014 Comprehensive Plan, Transportation Chapter, 2) 2021 Sidewalk Accessibility Analysis, 3) 2021 Traffic Calming Policy, 4) 2006 Old Town Master Plan, 5) FY23-24 Strategic Plan and 6) citizen input.

This project consists of improvements to walkways, crosswalks, traffic calming measures, lighting and signage for Town-wide pathways. Individual improvement projects are based on the Town of Bluffton Sidewalk Accessibility Analysis and Traffic Calming Policy adopted in 2021. Analysis of pedestrian safety in areas outside of the Historic District, including Goethe Road, Buck Island / Simmonsville Road and Bluffton Road, will be added to the FY 23 Scope of this project. Upon completion of the Town-wide pedestrian safety assessment, a list of individual project improvements will be established and prioritized to be implemented over a five-year period.

Notes:

Scope to extend beyond the Historic District resulting from 2022 Strategic Plan FY23-24 to become Pedestrian & Pathway Safety Improvements. FY23 construction of priority crosswalk improvements in the Historic District to be completed with an analysis of Goethe, Bluffton Rd., and Buck Island/Simmonsville safety enhancement opportunities beginning in FY24.

Completed:

Action Agenda Item:

Police Department Strategic Plan

Initiative Start Date: FY2023

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Police



Description:

Revise the Police Department Strategic Plan, for 2023-2024.

Notes:

Completed:

Action Agenda Item:

Public Art Program

Initiative Start Date: FY2023

Strategic Focus Area: Community Quality of Life Infrastructure

Department of Primary Responsibility: Executive



Description:

Establishment of a policy to include integration of art into the resourcing, concept, design and construction of public projects.

Notes:

Explore opportunities to include public art in future capital improvement projects.

No separate funding provided in 5-year CIP Budget.

Completed:

Action Agenda Item:

Reforestation Plan

Initiative Start Date: Carry-over

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Growth Management



Description:

Establish an effective, systematic mitigation strategy to replenish trees in critical watershed areas and other planning tracts where mass removal of trees occurred during development. To be planted in parks, roadways, river buffers, school campuses, town businesses and residential properties.

Notes:

Staff will draft a policy to establish the tree fund, requirements, and replanting plan. Content will include how and when to utilize funds paid for tree removal, where trees can be planted and other particulars.

A fee in lieu payment option is included in the proposed associated tree UDO amendments approved April 19, 2022.

Completed:

Action Agenda Item:

Review Other Planning Documents and Reports

Initiative Start Date: FY2023

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Growth Management



Description:

Update and review long range plans to determine whether or not an update or rewrite is necessary.

Notes:

Consider amendments to plans, such as the Old Town Master Plan

Completed:

Action Agenda Item:

Sarah Riley Hooks Master Plan

Initiative Start Date: FY2023

Strategic Focus Area: Infrastructure Economic Growth Community Quality of Life

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from the FY 2021-2022 Strategic Plan.

Develop a Master Plan for the Sarah Riley Hooks home and property.

Notes:

Initial Scope of Work to include Surveying, Conceptual Master Planning and obtaining public input for potential use for the existing home. Future Scope of Work to include a Preservation Plan and construction of proposed improvements.

Completed:

Action Agenda Item:

Squire Pope Carriage House

Initiative Start Date: Carry-over

Strategic Focus Area: Infrastructure Community Quality of Life Economic Growth

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from: FY14 Comprehensive Plan.

Notes:

Phase 1 of this project scope included a Preservation Plan for the Squire Pope Carriage House and is complete. The Preservation Plan was approved by Town Council at the November 2019 Town Council Meeting.

Stabilization work was completed in FY22. Construction Documents for the restoration are complete and construction is scheduled to begin in FY23.

Completed:

Action Agenda Item:

TOB Non-Profit Organizational Signage

Initiative Start Date: FY2023

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Projects (CIP)



Description:

Design and construction of signs marking entry to the Town along major arteries which identify the non-profit organizations located within the Town.

Notes:

Project assessment to begin in late FY22.

Completed:

Action Agenda Item:

UDO Amendments

Initiative Start Date: FY2023

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Growth Management



Description:

Annual assessment and proposed amendments to the Unified Development Ordinance

Notes:

Monitor necessary amendments to the UDO to align with community needs, changing technology, community goals and best management practices.

Develop a process to actively review, assess, obtain feedback and draft proposed amendments for consideration.

Follow with clear SOPs to inform, educate, and incorporate changes in all Town documents.

Completed:

Action Agenda Item:

Update Neighborhood Plans

Initiative Start Date: FY2023

Strategic Focus Area: Community Quality of Life

Department of Primary Responsibility: Growth Management



Description:

Update the Buck Island Simmonsville Neighborhood Plan and the Goethe Shults Neighborhood Plan

Notes:

Update the Buck Island Simmonsville Neighborhood Plan followed by the other plans.

Completed:

Action Agenda Item:

Buckwalter Place Multi-County Commerce Park

Initiative Start Date: Carry-over

Strategic Focus Area: Economic Growth

Department of Primary Responsibility: DRCI



Description:

Originated from the FY2017-2018 Strategic Plan.

Project scope includes planning, design, and construction of infrastructure improvements at Buckwalter Place Commerce Park to enhance economic development opportunities on Town owned land.

Notes:

BCEDC is working closely with prospects to develop the remaining pads at Buckwalter Place Commerce Park.

Continuing to monitor BCEDC progress.

Design and construct a temporary parking lot in FY23.

Completed:

Action Agenda Item:

Cultural Events Strategy

Initiative Start Date: Carry-over

Strategic Focus Area: Economic Growth

Department of Primary Responsibility: Executive



Description:

Establish a network of cultural event opportunities to include public open spaces and Ulmer Auditorium.

Notes:

Staff will assess cultural events strategy to include public open spaces and Ulmer Auditorium.

Completed:

Action Agenda Item:

DRCI Key Performance Indicators

Initiative Start Date: Carry-over

Strategic Focus Area: Economic Growth

Department of Primary Responsibility: DRCI



Description:

Definition and synchronization of DRCI KPIs with DRCI Strategic Plan objectives. Present at all DRCI Board meetings with regular updates to Town Council.

Notes:

Using HubSpot as the CRM (Customer Resource Manager) to track every interaction with program companies, mentors, and members on a real time basis.

On-going.

This will be incorporated with overall Town KPI program.

Completed:

Action Agenda Item:

Historic District / Old Town Streets Ownership and Maintenance Strategy

Initiative Start Date: Carry-over

Strategic Focus Area: Infrastructure Economic Growth

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from the FY 2016-2017 Strategic Plan.

The intent of this project is to establish clear title to existing unimproved Ghost Roads and other street rights-of-ways within the Old Town Historic District.

Notes:

Surveying for Ghost Road plat exhibits is complete. Quit claim deed documents are 70% complete.

Town Staff will resume holding neighborhood meetings in FY23 and continues to work with the Town Attorney to acquire quit claim deeds from individual residents; 45 of 174 quit claim deeds acquired.

Town has taken ownership of Pritchard, Boundary, Church, Lawton, Allen, Water, and portions of Bridge and Green Streets from the SCDOT.

Completed:

Action Agenda Item:

Sarah Riley Hooks Master Plan

Initiative Start Date: FY2023

Strategic Focus Area: Infrastructure Economic Growth Community Quality of Life

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from the FY 2021-2022 Strategic Plan.

Develop a Master Plan for the Sarah Riley Hooks home and property.

Notes:

Initial Scope of Work to include Surveying, Conceptual Master Planning and obtaining public input for potential use for the existing home. Future Scope of Work to include a Preservation Plan and construction of proposed improvements.

Completed:

Action Agenda Item:

Squire Pope Carriage House

Initiative Start Date: Carry-over

Strategic Focus Area: Infrastructure Community Quality of Life Economic Growth

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from: FY14 Comprehensive Plan.

Notes:

Phase 1 of this project scope included a Preservation Plan for the Squire Pope Carriage House and is complete. The Preservation Plan was approved by Town Council at the November 2019 Town Council Meeting.

Stabilization work was completed in FY22. Construction Documents for the restoration are complete and construction is scheduled to begin in FY23.

Completed:

Action Agenda Item:

Capital Asset Management Policy and Program

Initiative Start Date: FY2023

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Finance



Description:

Exploration and adoption of local government best practices for the management and forecasting needs for capital assets to include fleet management and purchase of equipment in excess of \$5K used by Public Services.

Notes:

The Capital Asset Policy will be presented in coordination with the Capital Asset Management Program. Anticipated to begin Fall 2022.

Completed:

Action Agenda Item:

Designated Marketing Organization (DMO) Marketing Plan

Initiative Start Date: Carry-over

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Executive



Description:

Pursuant to contractual terms with the Designated Marketing Organization (DMO), a Town-approved DMO Marketing Plan must be executed annually.

Notes:

DMO services was solicited, RFP completed, and contract signed. Award was made to the HHI-Bluffton Chamber of Commerce for a contract term of three years with an option for an additional two-year term.

Town Council approved the Town Manager to execute the contract on April 12, 2022.

Completed: ✓

Action Agenda Item:

Digital Media Strategy

Initiative Start Date: Carry-over

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Communications



Description:

Establishment and implementation of an overall Digital Media Strategy to guide outreach efforts using the Town's website and various social media platforms.

Notes:

The current social media/digital strategy will be updated with the Digital Communications Manager with monthly planning documents, proactive, educational campaigns to continually educate the community about Town policies, projects, processes and Town events.

Completed:

Action Agenda Item:

DRCI Grant Program

Initiative Start Date: Carry-over

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: DRCI



Description:

Development of a grant initiative to drive top-line revenue and reduce Town-funded expenses.

Notes:

Create working team to respond to grants.

Completed:

Action Agenda Item:

DRCI Strategic Marketing Plan

Initiative Start Date: Carry-over

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: DRCI



Description:

Development and execution of a 12-month strategic marketing plan via an outsourced marketing vendor.

Notes:

A formal plan including digital, social, print and outdoor advertising begun in 2020. Membership has grown from 10 to nearly 1000 with increased interest in the programs.

Completed:

Action Agenda Item:

Finance Process Improvements

Initiative Start Date: On-going

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Finance



Description:

Evaluation and improvement of Finance core processes to include, but not limited to:

- Payroll / Paid Time Off
- Accounts Payable
- Purchase Card Program
- Business License Application and Renewal
- CIP Planning Process

Notes:

- Payroll / Paid Time Off - Anticipated to begin in spring of 2022
- Accounts Payable - Complete
- Purchase Card Program - Anticipated to begin in fall of 2022
- Business License Application and Renewal - Complete
- CIP Planning Process - next steps to be discussed in spring 2022

Completed:

Action Agenda Item:

Partnerships to Accept Donations

Initiative Start Date: FY2023

Strategic Focus Area: Fiscal Sustainability

Department of Primary Responsibility: Finance



Description:

Partner with community foundations and organizations

Notes:

Establish a policy to accept donations, such as police benevolence, historic preservation, public art, etc.

The following have been established:

Historic preservation fund with the Historic Bluffton Foundation

Bluffton Police Benevolence fund with the Community Foundation of the Lowcountry

Public Art Fund with the Community Foundation of the Lowcountry

Lutze 43 Scholarship Fund with the Community Foundation of the Lowcountry

Approved by Town Council via Resolution on April 12, 2022

Completed: ✓

Action Agenda Item:

Boundary Street Streetscape

Initiative Start Date: Carry-over

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from: 1) Town of Bluffton Comprehensive Plan and 2) Old Town Master Plan. Sidewalk, Roadway and Streetscape improvements on Boundary Street between May River Road and Bridge Street

Notes:

Engineering Design is underway. Permitting and easement acquisition is planned for FY 23. Construction is anticipated to begin in FY23 and continue into FY24.

Completed:

Action Agenda Item:

Bridge Street Streetscape

Initiative Start Date: FY2023

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from: FY19-20 Strategic Plan. Sidewalk, Roadway Stormwater and Streetscape improvements from Burnt Church Road to Wharf Street.

Notes:

Phase 1 construction documents, easement acquisition and bidding are complete. Construction of Phase 1 and design of Phase 2 to begin in FY23.

Completed:

Action Agenda Item:

Buck Island Simmonsville Sewer Phase 5

Initiative Start Date: Carry-over

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Originates from: 1) Buck Island-Simmonsville Neighborhood Plan, 2) FY19-20 Strategic Plan, and 3) May River Watershed Action Plan.

Notes:

Construction is anticipated to restart and be completed in FY23.

Completed:

Action Agenda Item:

Buck Island-Simmons ville Neighborhood Sidewalks & Lighting

Initiative Start Date: FY2023

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from 1) Buck Island/Simmons ville Neighborhood Plan and FY19-20 Strategic Plan.

This project comprises the design and construction of sidewalks and lighting along Buck Island and Simmons ville Roads from New Mustang South to May River Road.

Notes:

Sidewalk and lighting construction is being implemented in conjunction with the completion of sanitary sewer for the community. Sidewalks and lighting is complete for all phases on Buck Island Road. Simmons ville Road, Phase 6A sidewalk is complete. The final phase (Simmons ville Road - Phase 6B) is under design and anticipated to begin construction in FY23.

Completed:

Action Agenda Item:

Calhoun Street Streetscape

Initiative Start Date: FY2023

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Originates from: 1) 2016 Calhoun Street and Adjacent Area Study, adopted by Town Council in 2016, 2) 2006 Old Town Master Plan, 3) Transportation Chapter of the 2014 Comprehensive Plan; and 4) FY 2020-2021 Strategic Plan. This project consists of planning, design and construction of streetscape improvements for Calhoun Street from May River Road to Water Street. Improvements may include pervious paver parking, road resurfacing, sidewalk widening, more defined crosswalks, drainage/stormwater, street lighting, signage, site furnishings, landscaping and utility relocations.

Notes:

Conceptual Master Plan and surveying is complete. Final Design and permitting to begin in FY22, easement acquisition is planned for FY23, and construction of improvements to be implemented in phases (FY24-26), pending project funding. Construction costs to be determined upon final design.

Completed:

Action Agenda Item:

Capital Improvement Program Master Plan

Initiative Start Date: FY2024

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Originates from: FY 2020-2021 Strategic Plan.

Notes:

Develop a guiding policy for prioritization of future, potential Capital Improvement Program projects.

Completed:

Action Agenda Item:

Garvin-Garvey House Interpretive Signage

Initiative Start Date: Carry-over

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from: FY19-20 Strategic Plan.

Continuation of project to install interpretive signage and displays/exhibits.

Notes:

Design will start back up for the final exhibits and signage this in Spring and is planned to be complete in FY22. Construction is planned to be complete in FY23.

Completed:

Action Agenda Item:

Goethe-Shults Neighborhood Infrastructure Phase 2

Initiative Start Date: Carry-over

Strategic Focus Area: Infrastructure Community Quality of Life

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from 1) Goethe Shults Neighborhood Infrastructure Plan adopted by Town Council in 2018, 2) Transportation Chapter of the 2014 Comprehensive Plan, and 3) FY 2019 - 2020 Strategic Plan.

Notes:

Initial sidewalk construction is complete. Additional drainage work on Shults Road to be designed and constructed in FY23.

Completed:

Action Agenda Item:

Historic District Power Line Burial

Initiative Start Date: FY2024

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from: settlement agreement with SCE&G. Evaluation of scope, design and costs for burying overhead power lines throughout the historic district.

Notes:

Preliminary electrical design has been provided by Dominion Energy. It is anticipated that the powerline burial will be implemented with the Calhoun, Bridge and Boundary Street Streetscape projects and subject to successful completion of multiple easement acquisitions.

Completed:

Action Agenda Item:

Historic District / Old Town Streets Ownership and Maintenance Strategy

Initiative Start Date: Carry-over

Strategic Focus Area: Infrastructure Economic Growth

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from the FY 2016-2017 Strategic Plan.

The intent of this project is to establish clear title to existing unimproved Ghost Roads and other street rights-of-ways within the Old Town Historic District.

Notes:

Surveying for Ghost Road plat exhibits is complete. Quit claim deed documents are 70% complete.

Town Staff will resume holding neighborhood meetings in FY23 and continues to work with the Town Attorney to acquire quit claim deeds from individual residents; 45 of 174 quit claim deeds acquired.

Town has taken ownership of Pritchard, Boundary, Church, Lawton, Allen, Water, and portions of Bridge and Green Streets from the SCDOT.

Completed:

Action Agenda Item:

Law Enforcement Center Facility

Initiative Start Date: FY2023

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from FY 2019-2020 Strategic Plan. Miscellaneous Site and Building improvements.

Notes:

LEC parking and service yard expansion is complete. Construction of various sheds and Reflection Plaza are underway. PAT challenge course to be constructed in FY23.

Completed:

Action Agenda Item:

New River Linear Trail

Initiative Start Date: FY2024

Strategic Focus Area: Infrastructure Community Quality of Life

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from: 1) 2014 Comprehensive Plan, and 2) citizen feedback/input. Project includes pathway improvements to the New River Linear Trail from the New River to Sun City and with an extension to Highway 170.

Notes:

Surveying and Conceptual Master Plan are complete. Engineering Design for Phase 1 of the trail and a restroom facility at the New River Trail Park is planned to be complete in FY23.

Completed:

Action Agenda Item:

New Riverside Barn Park

Initiative Start Date: FY2023

Strategic Focus Area: Infrastructure Community Quality of Life

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from: 1) 2014 Comprehensive Plan, Public Recreation Facility needs, and 2) FY 2019-2020 Strategic Plan.

Notes:

Master Plan Update was approved by Council in October 2020 Workshop. Construction Documents for phase 1 site development are planned to be complete in FY22. Master Plan Update was approved by Council in October 2020 Workshop. Construction Documents for phase 1 site development are planned to be complete in FY22. Construction of Phase 1 Site Development to begin in FY23. Final design of Barn renovation/addition, and the playground area to begin in FY22 and continue into FY23.

Completed:

Action Agenda Item:

Old Town Master Plan Drainage Improvements Study

Initiative Start Date: FY2023

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from: 1) FY19-20 Strategic Plan and 2) citizen input.

Notes:

Overall Historic District Master Drainage Plan asset inventory, condition assessed and hydrologic/hydraulic modeling is initiated for FY22. For the Heyward Cove Drainage Basin. The results of this effort will identify and prioritize maintenance and CIP work in the drainage basin to improve drainage and reduce risk of flooding. The work effort performed, and lessons learned in Heyward Cove Drainage Basin will be incorporated in future work efforts of the other watersheds to be assessed in the CIP Study Area.

Completed:

Action Agenda Item:

Pedestrian & Pathway Safety Improvements

Initiative Start Date: FY2023

Strategic Focus Area: Infrastructure Community Quality of Life

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from: 1) 2014 Comprehensive Plan, Transportation Chapter, 2) 2021 Sidewalk Accessibility Analysis, 3) 2021 Traffic Calming Policy, 4) 2006 Old Town Master Plan, 5) FY23-24 Strategic Plan and 6) citizen input.

This project consists of improvements to walkways, crosswalks, traffic calming measures, lighting and signage for Town-wide pathways. Individual improvement projects are based on the Town of Bluffton Sidewalk Accessibility Analysis and Traffic Calming Policy adopted in 2021. Analysis of pedestrian safety in areas outside of the Historic District, including Goethe Road, Buck Island / Simmonsville Road and Bluffton Road, will be added to the FY 23 Scope of this project. Upon completion of the Town-wide pedestrian safety assessment, a list of individual project improvements will be established and prioritized to be implemented over a five-year period.

Notes:

Scope to extend beyond the Historic District resulting from 2022 Strategic Plan FY23-24 to become Pedestrian & Pathway Safety Improvements. FY23 construction of priority crosswalk improvements in the Historic District to be completed with an analysis of Goethe, Bluffton Rd., and Buck Island/Simmonsville safety enhancement opportunities beginning in FY24.

Completed:

Action Agenda Item:

Oscar Frazier Park/Rotary "Field of Dreams" Project

Initiative Start Date: Carry-over

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from the 2014 Comprehensive Plan, FY2019-2020 Strategic Plan and 2018 Master Plan. Design and construction of improvements at the Oscar Frazier Park in partnership with Beaufort County and other community organizations.

Notes:

Completed improvements include new play equipment, pavilion/restroom, perimeter sidewalks, synthetic turf, dog park, lighting and landscaping.

Future improvements may include outdoor gathering space adjacent to the Community Center, tennis/pickleball courts, lighting, site furnishings, splash pad and landscaping.

Completed:

Action Agenda Item:

Oyster Factory Park

Initiative Start Date: FY2023

Strategic Focus Area: May River & Surrounding Rivers & Their Watersheds

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from the 2014 Comprehensive Plan and 2015 Master Plan as amended in 2020. Design and implementation of park improvements according to the Town Council approved Master Plan.

Notes:

Construction of vehicle parking lot is anticipated to begin in FY23.
Design of cookout area improvements to be complete in FY23.

Completed:

Action Agenda Item:

Pritchard Street Drainage Improvements

Initiative Start Date: FY2023

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Pritchard Street Drainage Improvements

Notes:

Engineering design to address on-going drainage problems along the western side of the street.

Completed:

Action Agenda Item:

Public Services Facilities

Initiative Start Date: FY2023

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Public Services



Description:

Research expansion opportunity, multiple locations or new facility for public works to address their expanding fleet of equipment and people to meet the needs of the community.

Notes:

Survey and conceptual layout for yard expansion are completed.

Completed:

Action Agenda Item:

Public Sewer Installation

Initiative Start Date: Carry-over

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from 1) May River Watershed Action Plan adopted 2011 and 2) FY19-20 Strategic Plan.

Notes:

Historic District Sewer Phase 1 construction is complete. Historic District Sewer Phase 2 and 3 to be complete in FY 23. Construction of Phases 4, 5 and 6 is contingent upon completion of Ghost Road Acquisitions.

Completed:

Action Agenda Item:

Rotary Community Center

Initiative Start Date: Carry-over

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from: FY19-20 Strategic Plan. Miscellaneous improvements to the Rotary Community Center.

Notes:

HVAC and roof repairs completed. Locking mechanism was updated in FY21. Flooring to be complete in FY22.

Completed:

Action Agenda Item:

Sarah Riley Hooks Master Plan

Initiative Start Date: FY2023

Strategic Focus Area: Infrastructure Economic Growth Community Quality of Life

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from the FY 2021-2022 Strategic Plan.

Develop a Master Plan for the Sarah Riley Hooks home and property.

Notes:

Initial Scope of Work to include Surveying, Conceptual Master Planning and obtaining public input for potential use for the existing home. Future Scope of Work to include a Preservation Plan and construction of proposed improvements.

Completed:

Action Agenda Item:

Splash Pad

Initiative Start Date: FY2023

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Splash pad at Oscar Frazier Park

Notes:

Completed:

Action Agenda Item:

Squire Pope Carriage House

Initiative Start Date: Carry-over

Strategic Focus Area: Infrastructure Community Quality of Life Economic Growth

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from: FY14 Comprehensive Plan.

Notes:

Phase 1 of this project scope included a Preservation Plan for the Squire Pope Carriage House and is complete. The Preservation Plan was approved by Town Council at the November 2019 Town Council Meeting.

Stabilization work was completed in FY22. Construction Documents for the restoration are complete and construction is scheduled to begin in FY23.

Completed:

Action Agenda Item:

Town-wide Wayfinding Program

Initiative Start Date: Carry-over

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Establishment of a town-wide way-finding signage system and implementation strategy to identify community assets and facilities. including but not limited to Law Enforcement Center, Town Hall, Beaufort County Government Center, Hospitals, Public Parks and Community Facilities.

Establish a policy to determine appropriate locations and co-location opportunities as well as providing a process to review future requests and amendments.

Notes:

Town staff to inventory the existing public facility wayfinding signs and identify current and future signage needs.

Staff to contract with a graphic consultant to develop options to provide a wayfinding signage system to efficiently identify and direct motorists to various public locations.

Not currently budgeted in 5-year CIP Plan.

Completed:

Action Agenda Item:

Wharf Street Lighting

Initiative Start Date: Carry-over

Strategic Focus Area: Infrastructure

Department of Primary Responsibility: Projects (CIP)



Description:

Originates from FY19-20 Strategic Plan.

Installation of public streetlights.

Notes:

Surveying and Photometric Plans are completed.

Easement acquisition is planned for FY23 and construction anticipated in FY24 based on funding.

Completed:

Action Agenda Item:

Impervious Restoration Water Quality Projects

Initiative Start Date: On-going

Strategic Focus Area: May River & Surrounding Rivers & Their Watersheds

Department of Primary Responsibility: Watershed Mgmt & Resiliency



Description:

May River Watershed Action Plan - Impervious Restoration Water Quality Projects

Notes:

Development of long range plans to identify mitigation opportunities for developers to participate or contribute to impervious restoration and water quality projects throughout the Town.

Completed:

Action Agenda Item:

May River Watershed Action Plan Projects

Initiative Start Date: FY2024

Strategic Focus Area: May River & Surrounding Rivers & Their Watersheds

Department of Primary Responsibility: Watershed Mgmt & Resiliency



Description:

Originated from: May River Watershed Action Plan Update, adopted by Resolution 2/9/21.

Eleven potential project locations were recommended in MRWAP Update based on site impervious area and proposed benefits once project work was completed. The sites to be evaluated include: Bluffton Early Learning Center, Boys and Girls Club of Bluffton, Benton House, Bluffton High School, Buckwalter Recreation Center, Lowcountry Community Church, McCracken Middle School/Bluffton Elementary School, May River High School, One Hampton Lake Apartments, Pritchardville Elementary School, Palmetto Pointe Townes. This is a multi-year capital project that will continue as needs are identified over 5 years or more. Design and construction expenditures will be supported by SWU fees, Developer Participation, and Fee-in-lieu contributions.

Notes:

Existing concept plans of MRWAP will be evaluated to include preliminary geotechnical investigations, utility avoidance/impact analysis, initial property owner coordination and existing site data analysis resulting in a preliminary design for each site. to be completed for final prioritization in FY22-23. Future engineering design, permitting, and construction to be proposed in FY24 and 5-year CIP Plan.

Completed:

Action Agenda Item:

Oyster Factory Park

Initiative Start Date: FY2023

Strategic Focus Area: May River & Surrounding Rivers & Their Watersheds

Department of Primary Responsibility: Projects (CIP)



Description:

Originated from the 2014 Comprehensive Plan and 2015 Master Plan as amended in 2020. Design and implementation of park improvements according to the Town Council approved Master Plan.

Notes:

Construction of vehicle parking lot is anticipated to begin in FY23.
Design of cookout area improvements to be complete in FY23.

Completed:

Action Agenda Item:

WAPAC Recommendations

Initiative Start Date: FY2023

Strategic Focus Area: May River & Surrounding Rivers & Their Watersheds

Department of Primary Responsibility: Watershed Mgmt & Resiliency



Description:

Originated from: May River Watershed Action Plan Update, adopted by Resolution 2/9/21.

Notes:

Committee recommends eleven (11) priorities for Council's consideration. Staff will bring recommendations forward individually for Council's consideration once fully scoped by WAPAC.

Completed:

Action Agenda Item:

BCC Orientation and Onboarding

Initiative Start Date: FY2023

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Executive



Description:

Revise the Boards, Commissions, and Committee orientation to include Town Council and an overview of the strategic plan.

Notes:

Include an overview of the Strategic Plan and the Town's Values and Missions in the orientation for new members.

Completed:

Action Agenda Item:

BCC Reports to Town Council

Initiative Start Date: FY2023

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Executive



Description:

Establish a process for Boards, Commission and Committees to provide a regular update/report to Town Council to align the overall Town's vision and mission.

Notes:

Schedule updates for all BCCs, include a standard reporting format for the chairperson to provide to Council on an annual basis.

Completed:

Action Agenda Item:

Employee Benefits and Satisfaction

Initiative Start Date: On-going

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Human Resources



Description:

Establish employment practices to maximize retention and employee satisfaction levels. Conduct an employee survey to gauge levels and receive input.

Notes:

An internal staff survey was completed and presented to Town Council. Staff continues to evaluate various initiatives. A wellness committee was established and has begun meeting to discuss employee events.

Completed:

Action Agenda Item:

Employee Development and Training

Initiative Start Date: FY2023

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Human Resources



Description:

As part of the Human Resources Strategic Plan, formalize employee development and training programs to nurture and retain the most talented and dedicated local government employees possible. Initiatives employed include employee newsletters, a mentorship programs, leadership and management training and development programs, and Department "Lunch and Learn" sessions. Also includes evaluation and retooling employee evaluation instruments and practices.

Notes:

Continue Employee Newsletter

Evaluate Mentorship Program to implement during FY23

Coordinate quarterly lunch and learn programs (example: History of Bluffton presentation)

Completed:

Action Agenda Item:

Employee Wellness and Recognition

Initiative Start Date: FY2023

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Human Resources



Description:

As part of the Human Resources Strategic Plan, through programs and initiatives, maximize the opportunity for employee wellness and success to include action items such as Employee of the Year awards program, celebration of birthdays and anniversaries, peer recognition programs, various seminars, basic medical screenings, vaccines, self-defense class, CPR class, financial seminars. Also a health and wellness fair/event for employees and covered dependent family members.

Notes:

Continue ongoing programs during course of normal operations.
Institute an employee run wellness committee.

Completed:

Action Agenda Item:

File Management and Records Retention Plan

Initiative Start Date: Carry-over

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Information Technology



Description:

Implementation of an enterprise-based, digital information management system.

Notes:

Due to complexity and anticipated costs associated with digitizing records on a Town-wide scale, the project will be segmented and operationally instituted over future fiscal years.

RFP was posted in November and after demos and detailed evaluations of the finalists in January a contract was awarded in February. We are working with the vendor to implement the software and configuration settings. This project will take until FY24 to fully implement with historical scanning of documents for the departments.

The vendor began working on the software design in March. The current plan is to go live with the software in July. Then we will begin to add the historical data and scanning of the paper files. This project is scheduled to be completed in FY24.

Completed:

Action Agenda Item:

Incident Management Plan

Initiative Start Date: Carry-over

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Police



Description:

Assessment and update of all related emergency management operation plans as well as updates to associated policies and ordinances. Will also include identification of roles and responsibilities of an Emergency Management Director. Topics include, but are not limited to development and implementation of a facilities evacuation plan for all Town-operated facilities, to include operational testing/drills, etc.

Notes:

Research complete on best model policies within the state and region. Numerous meetings to determine direction and Bluffton policies currently being updated.

Emergency Management Ordinance to be reviewed by the Emergency Manager. Resulting recommended amendments to be brought forward for Town Council consideration.

Completed:

Action Agenda Item:

Key Performance Indicators

Initiative Start Date: Carry-over

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Executive



Description:

Establish a set of Key Performance Indicators using the "ICMA Open Access Benchmarking Key Performance Indicators" to quantify performance of activities and process that are integral to the Town functions.

Notes:

A proposed set of key performance indicators has been submitted and will be reviewed by Executive Team.

Completed:

Action Agenda Item:

Police Department Policies and Procedures

Initiative Start Date: Carry-over

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Police



Description:

Annual review of all Police Department policies and procedures and subsequent modifications or more often as necessary.

Notes:

Town Attorney has reviewed and agreed with use of the IACP model policies as guidelines. First policies currently being prepared for legal review. Policy reviews committee was established CALEA review is ongoing 02/22 assessment is scheduled. Consideration of Lexipol for policy management.

Completed:

Action Agenda Item:

Talent Acquisition and Retention

Initiative Start Date: FY2023

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Human Resources



Description:

Employ non-traditional and best practices in recruiting efforts, hiring practices and employee retention to ensure the best-qualified and most diverse work force possible, to include:

Notes:

- Assess Summer 2021 Intern Program to refine program for future fiscal years
- Determine if virtual job fair is possible
- Annually participate in MASC salary survey to evaluate compensation among peers
- Explore policies and practices to promote a family-friendly workplace
- Advertise open positions with HBCU, Historically Black Colleges and Universities
- Advertise open positions on social media

Completed:

Action Agenda Item:

TOB Code of Ordinances

Initiative Start Date: FY2023

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Executive



Description:

Review and calibration of the Town of Bluffton Code of Ordinances and Policies to ensure they are properly aligned with the SC Constitution and SC Code of Laws

Notes:

Establish and implement a process to regularly monitor the Code of Ordinances and policies to make sure that they are properly aligned with other laws and regulations.

Completed:

Action Agenda Item:

TOB specific Continuing Education Training Program

Initiative Start Date: FY2023

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Growth Management



Description:

Draft and Propose a TOB specific training program to comply with the South Carolina Continuing Education Requirements for Planning Staff and Board/Commission/Committee members.

Notes:

Courses will be designed to be TOB specific and address the issues that are currently before the BCCs.

Completed:

Action Agenda Item:

Town Events Plan

Initiative Start Date: Carry-over

Strategic Focus Area: Town Organization

Department of Primary Responsibility: Communications



Description:

Evaluation of Town events planning.

Notes:

Town Staff has met to establish a calendar of events for the year. Staff also discussed contracting out some of the events, primarily movies as well as various locations and partners with the establishment of some annual events.

The Special Events Manager will develop a binder of event checklists and best practices for each Town-hosted events as a reference guide.

Completed: